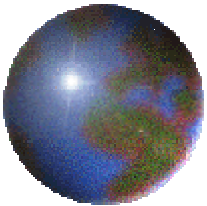


The Massachusetts Environmental Procurement Program:

OVERCOMING INSTITUTIONAL BARRIERS



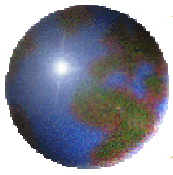
Eric Friedman

Director of State Sustainability

Massachusetts Executive Office of Environmental
Affairs

January 15, 2002

Tufts University



Discussion

Items

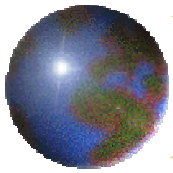
- ✚ Purchasing in Massachusetts
- ✚ Why EPPs?
- ✚ Mass. Program Achievements
- ✚ Environmental Impacts
- ✚ Recognizing the Barriers
- ✚ Driving the Purchaser
- ✚ Overcoming Institutional Barriers
- ✚ Lessons Learned
- ✚ Resources



Purchasing in Massachusetts



- ✿ Operational Services Division acts as the central purchasing office for Massachusetts
- ✿ Oversees \$600 million of commodity purchases
- ✿ Establish state contracts for thousands of products
- ✿ Coordinates environmental procurement program
- ✿ Responsible for contract education and marketing
- ✿ 2 full-time environmental staff
- ✿ Works through Procurement Management Teams, made up of purchasers and product users
- ✿ State Sustainability Program works to promote green operations at state facilities in comprehensive way



Why EPPs?



✚ Saves money

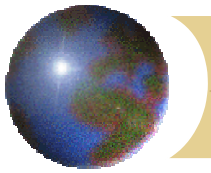
- ✚ Remanufactured products cost less
- ✚ Energy efficient products reduce electricity costs
- ✚ Durable products last longer and take less maintenance
- ✚ Recyclable or less toxic products means lower disposal costs
- ✚ Creates markets for recyclables



✚ Conserves resources

- ✚ Recycled products use fewer virgin materials
- ✚ Products that promote less waste means less mineral extraction
- ✚ Water saving devices reduce water consumption





Why EPPs (2)?

✚ Protects human health

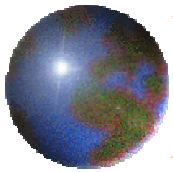
- ✚ reducing toxicity means less exposure for workers and occupants
- ✚ Eliminating PBTs stops release into environment
- ✚ greener materials improves indoor air quality



✚ Protects the local and global environment

- ✚ Less energy reduces greenhouse gases
- ✚ Cleaner cars, fewer emissions means pollution
- ✚ Fewer materials to the landfill

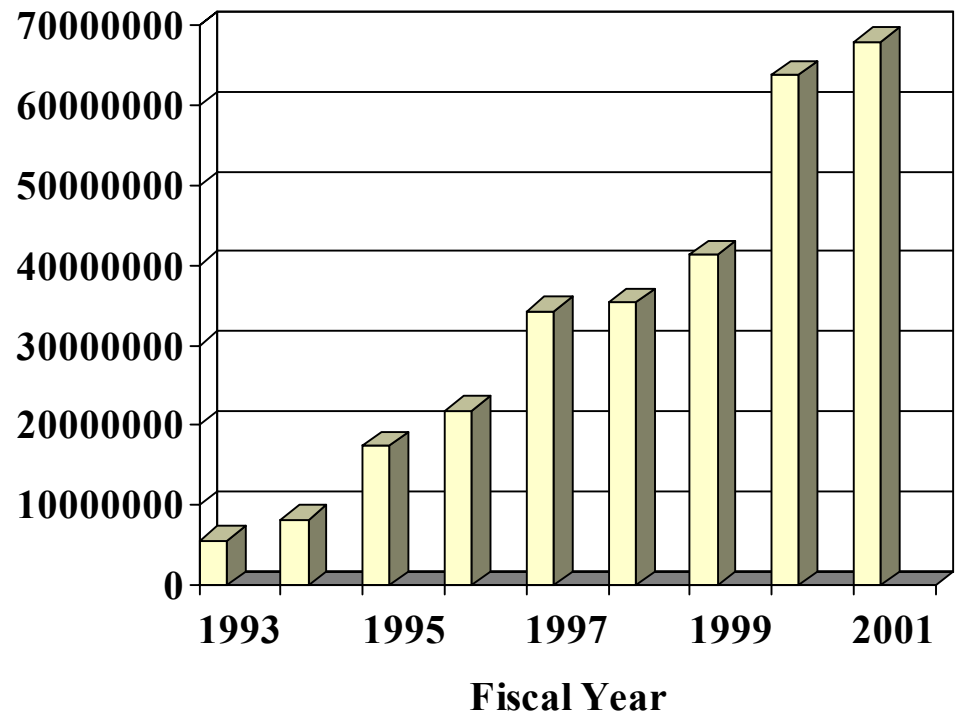


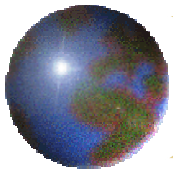


Program Achievements

- Recycled purchases grew from \$2.8 million to \$68 since 1992
- Reached hundreds of state and local purchasers through educational materials and vendor conferences
- Env. criteria now incorporates energy efficiency, waste prevention, and toxics use reduction

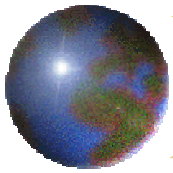
Recycled Product Purchases-Millions \$





Program Achievements

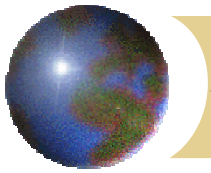
- ⊕ Altered attitudes in OSD and other purchasing offices --now make green buying part of everyday efforts
- ⊕ improved cooperation and communication among departments – common goal
- ⊕ established direct and consistent link between purchasing office and vendors
- ✓ *Vendors know where to go*
- ✓ *Departments know who to ask*
- ✓ *Research and information is accessible to all*
- ✓ *No product before its time*
- ✓ *Green products can do the same thing at the same price*



Product Examples

- ❖ Recycled Paper and printing
- ❖ Recycled Plastic bags, plastic lumber
- ❖ Re-refined motor oil, remanufactured antifreeze, recycled traffic cones
- ❖ Compost and recycled mulch
- ❖ Electric and CNG vehicles
- ❖ Recycled office supplies, cartridges
- ❖ Energy efficient equipment
- ❖ Less toxic cleaning agents





Environmental Impacts



In one year in Massachusetts....

● Recycled paper purchases resulted in savings of:

- 30,754 trees
- 12.8 million gallons of water
- 5,970 cu yards of landfill space



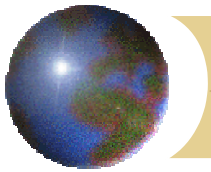
● Energy Star copiers resulted in:

- \$25,584 reduction in energy cost
- Enough energy to light 254 homes

● Remanufactured toner cartridges resulted in:

- \$28,883 savings through reduced purchase costs
- 22,250 pounds of plastic diverted from waste stream





Recognizing the Barriers



Purchasers....

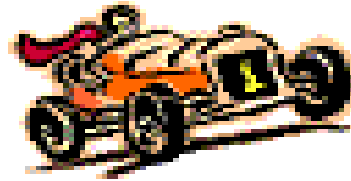
- ⊕ are not policy makers
- ⊕ usually do not buy or use the products they procure
- ⊕ are not environmentalists
- ⊕ do not have environmental research resources to tap
- ⊕ are often in the middle between the user and the vendor - must respond to multiple interests
- ⊕ are not necessarily experts in one field
- ⊕ are inherently distrustful of those pushing environmental issues
- ⊕ May have poor perception of EPPs based on experience and information

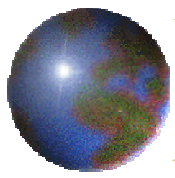


What Drives the Purchaser?

Purchasers focus on...

- ⊗ writing specifications
- ⊗ negotiating contracts
- ⊗ adhering to a defined mission
 - buy the best product at the lowest price
 - make customers (users) happy
 - comply with all regulations and policies including environmental and procurement ordinances
- ⊗ following standard operating procedures (SOPs)
- ⊗ staying away from new and untested products

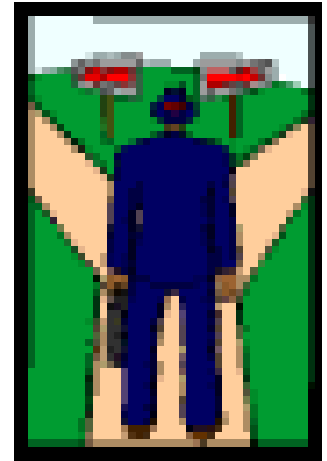




Overcoming Institutional Barriers

STEP 1 – Chart Your Path

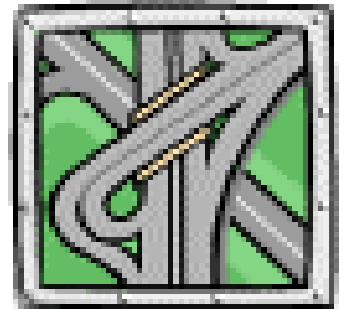
- ✿ Identify who supports the effort
 - ▣ *Top down*
 - ▣ *Bottom up*
- ✿ Designate lead agency and staff
- ✿ Develop trust and credibility
 - ▣ *Listen and learn*
 - ▣ *Don't pressure*
- ✿ Jointly develop initial targets
- ✿ Establish communication process
- ✿ Move on only after establishing a baseline of support and cooperation

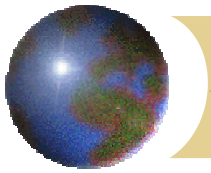




STEP 2 – Start Slowly

- ⊕ Begin with a small number of manageable priorities
- ⊕ One step at a time-take the long view
- ⊕ Don't reinvent the wheel
- ⊕ Pick efforts with a good chance of success (i.e. pick off the low-hanging fruit)
- ⊕ Keep it simple, easy to understand
- ⊕ Start with single attributes





STEP 3 - Learn from Experience

- Use recycled content success to move toward other EPPs
- Provide hands on experience
- Give people choices, when appropriate (dual contracts)
- Do not give choices, when appropriate



Education, Education, Education!

- Target purchasers, users, vendors
- Price, performance, availability
- Peer to peer communication
- Guides, fact sheets, workshops
- Web, videos, reports



STEP 4 – Take Inclusive

Approach

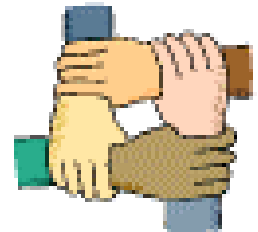
✚ establish teams

- ➔ *include users, purchasers, environmental interests, even vendors*
- ➔ *allow input from the beginning*
- ➔ *what should priorities be? which products make sense?*



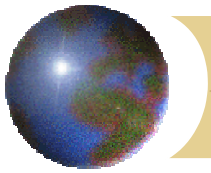
✚ be flexible when writing specifications

- ➔ *allow vendors to provide options at time of bid*
- ➔ *allow for changes during contract term*
- ➔ *50% is better than nothing*



✚ don't force participation

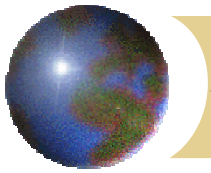
- ➔ *ask questions, learn what motivates people, offer help*
- ➔ *in the long run, people will be more cooperative*



STEP 5 - Market & Reward

- ⊕ advertise efforts - generate enthusiasm
- ⊕ track progress
- ⊕ develop accessible educational and marketing materials
- ⊕ give credit to procurement agency
- ⊕ use high level staff to push and reward
- ⊕ establish awards

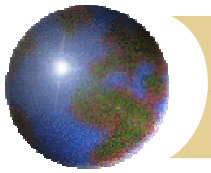




Lessons Learned



- True long-term change comes through collaboration, not force
- Understand motivation before promoting behavior change is key
- Involve those who have a stake in the outcome
- Don't push products, ideas until you are reasonably sure they will work
- Offer assistance at the same time you are asking for cooperation
- Provide opportunity for testing, hands-on experience
- Provide incentives wherever possible



Resources

- ❖ **Mass. Env. Procurement Page:** www.state.ma.us/osd/enviro
- ❖ **U.S. EPA Recycled Product Guidelines:** www.epa.gov/cpg/
- ❖ **U.S. EPA EPP page:** www.epa.gov/opptintr/epp/
- ❖ **U.S. EPA EnergyStar Page:** www.energystar.gov/
- ❖ **MA Buy Recycled Business Alliance:**
www.wastecap.org:8080/
- ❖ **GreenSeal products and standards:** www.greenseal.org/
- ❖ **Purchasing for Pollution Prevention:** www.informinc.org/
- ❖ **EPP Workgroup:** www.p2.org/workgroup/epp/
- ❖ **National EPP Efforts:** www.newdream.org